

CHAPTER 22

POSITION CLASSIFICATION AND POSITION MANAGEMENT

Section I - General

1-1. **Purpose.** This Chapter establishes the Alabama National Guard Position Management Plan to assure maximum utilization of personnel resources in the Alabama Army and Air National Guard.

1-2. **General Provisions.**

a. **Authority and Responsibility for Establishing Positions.** Federal agencies are created by law and executive order to accomplish specific missions in the furtherance of national goals. The Chief, National Guard Bureau (NGB), is responsible for organizing the National Guard within the requirements of pertinent statutes and directives. The Adjutant General, through the Human Resources Office (HRO), structures the Alabama National Guard in a manner to ensure assigned missions are legally and properly accomplished and in compliance with NGB directives.

b. **Policy Governing Establishment of Positions.** The policy of the Federal Government, the National Guard Bureau and The Adjutant General of Alabama, is to organize agencies/units in a manner that will make the maximum use of its manpower resources. Efficient and economical operations are part of the continuing general management responsibilities of the head of each organization. These responsibilities are shared in turn by all subordinate management and supervisory personnel who are responsible for the work of others. Limited manpower resources and rising personnel and equipment costs make it increasingly important that human resources and material be economically managed.

c. **Definition of a Position.** A specific employment, for salary or wages, with duties and responsibilities assigned or delegated by competent authority and requiring full-time employment of one person.

d. **Position Management Officer.** The incumbent of the Supervisory Human Resources Specialist position, 70386000\ 80486000\N0516000, GS 0201-12 is designated the Position Management Officer. The Assistant Position Management Officer is the incumbent of the Human Resources Specialist (Classification) position, 70387000\80487000\N0260000, GS 0201-11.

Section II - Objectives

2-1. Objectives.

a. The primary objective of position management is to provide the basis for orderly, efficient and economical accomplishment of work in the organization. This objective requires striking a balance among the number of competing factors: a) management's desire for economy and productivity; b) the technician's desire for work that is challenging and stimulating, as well as monetarily rewarding, and which provides an opportunity for increasing their skills and advancing to higher level positions. The failure of management to provide a reasonable measure of these opportunities can result in high turnover, increased training costs, and lower efficiency.

b. Another objective is an understanding of the military restrictions applicable to the technician program. Positions should be planned to allow for logical entry levels and career patterns for progression to more skilled and higher graded positions.

c. Proper classification of a position provides a solid foundation for the selection and utilization of qualified technicians. Assignments requiring higher level and/or scarce skills should be concentrated in as few positions as possible. A proper ratio of support positions to professional, administrative and technical positions permits jobs at all levels in a career pattern to achieve economical operations and provide a source of trained technicians for higher level positions. This will provide a basis for balanced and economical staffing.

Section III - Planning a Position

3-1. **Factors to Consider.** Each position must be systematically planned and managed. Internally it must fit with other positions to provide an orderly, productive and efficient organization. Improper assignment of duties and responsibilities in a position can result in low quality employees, unsatisfactory productivity, confusion of responsibility, employee dissatisfaction, grievances, and higher turnover. The following factors need special consideration in position design.

- a. Delegating authority commensurate with assigned responsibilities.
- b. Establishing a reasonable supervisory span of control.
- c. Distinguishing supervision from production.
- d. Making effective use of a technician's skills.
- e. Assigning duties that are at approximately the same skill level for positions comprised of a variety of duties.

- f. Concentrating duties requiring special skills or training into as few positions as possible.
- g. Determining the impact of technological changes in machinery, systems, and facilities on manpower requirements.
- h. Defining the requirements for contacts with others.
- i. Identifying requirements for training and skills upgrading.

3-2. **Steps in the Planning Process.** Planning a position requires an orderly procedure for assigning duties and responsibilities. Analysis must be made of the work to be accomplished and a decision made on production methods to be used. The volume and nature of production to be accomplished may affect the division of work specialization. The requirements for supervision, training, specialized technical support, quality control, and review and evaluation must be considered.

3-3. **Position Description (PD).** A position description is a document that reflects the type of duties and responsibilities assigned to a position. A position description is adequate if it describes the major duties, responsibilities, supervisory responsibilities, and knowledge required to do the job. A position description must be prepared, classified, and authorized for use before a technician can be hired. A well designed position description has clearly defined the operations, tasks, duties, authorities, and responsibilities and provisions for supervisory control and supervisory requirements.

3-4. **Multipurpose Descriptions.** A standard position description is a single description used to cover a number of like positions. Whenever a group of substantially identical positions exist, use of a multipurpose position description should be considered. This is particularly effective when the manager/supervisor desires to use uniform or standardized organization patterns/procedures in different locations where the same activities are to be performed. Their use may be appropriate where identical work is being accomplished or when differences are only minor or incidental.

Section IV - Establishment, Filling, and Abolishment of Positions

4-1. **Establishment of Positions.** Positions are established by the NGB based upon known or projected organizational needs or upon special requests from the states. The number of positions which can be filled is determined by allocations from NGB.

4-2. Conditions Prerequisite to Filling Position.

a. Basic Requirements. Before filling a position other than by detail, appointing officers must assure themselves that the position is properly classified, that funding is available and the

position is not scheduled to be abolished or changed due to reorganization or other management action.

b. **Action in Absence of Vacancy.** When a technician is absent for an extended period of time but has not vacated the position, arrangements to carry on the work of the position may be made by detailing another technician to the position. Also, temporary additional (overhire) positions may be established for periods of up to sixty (60) days. These positions must be identical to those on existing manning documents and are funded through existing manpower authorizations. With NGB approval, an identical authorization can be established for longer periods of time up to but not to exceed one year, to fill positions of technicians on terminal leave, extended sick leave, extended military leave without pay.

c. **Elimination of Positions.** Positions which become obsolete because of changes in functions and assignments, organization, methods and procedures, or work load should be eliminated.

Section V - Review of Positions

5-1. **Annual Position Review.** All positions must be reviewed annually along with the performance standard. The requirement for every position must be validated, and those determined to be essential for mission accomplishment must be reviewed to insure position description and classification accuracy. The annual review will be administered by the Supervisor during the annual performance appraisal interview.

5-2. **Desk Audits.** The Human Resources Office is required to randomly review positions annually. Supervisors and employees may request an audit at any time. However, random desk audits will be performed as scheduled by HRO and in coordination with the supervisor.

5-3. **Organizational Charts.** Managers/Supervisors will insure up-to-date organizational charts for full-time manning are provided to HRO. Revised/new charts should be forwarded whenever a change effects the organizational structure.

Section VI - Program Responsibilities

6-1. **National Guard Bureau.**

- a. Provide broad policy guidance.
- b. Define organizational missions.
- c. Determines manpower requirements of all National Guard entities.

- d. Establish organizational structures.
- e. Develop, or have the NG Classification Activity develop, and publish standardized position descriptions.
- f. Insure statutory compliance and reporting requirements are met.
- g. Provide other advisory services and policy guidance.

6-2. **National Guard Classification Activity.**

- a. Insure compliance with all pertinent DOD, DA, DAF, OPM, and NGB directives, policies, position classification and job grading standards, etc.
- b. Provide interpretation and implementation guidance on such publications to assigned states.
- c. Provide position classification and position management advisory services to assigned states.
- d. Conduct on-site position reviews to insure that all positions are properly described and classified.
- e. Develop, classify, coordinate, and release standardized position descriptions for implementation nationwide.
- f. Review locally developed exception position descriptions required to accommodate unique situations and comment to appropriate NGB functional Office of Primary Responsibility (OPR) concerning the accuracy, appropriateness, and feasibility.
- g. Respond to OPM and NGB personnel management evaluations.
- h. Review classification appeals and forward to DoD CPMS for adjudication.
- i. Conduct position classification and position management education programs for HRO representatives and for supervisors and managers.
- j. Provide other services as required.

6-3. **Human Resources Office (HRO).**

- a. Insure that an effective position management program is established and maintained.
- b. Review every request (SF 52) for recruitment or reassignment to determine:

- (1) Whether the duties of the position are accurately described and essential.
 - (2) If the duties of the position can be absorbed by another position of equivalent or higher grade.
 - (3) If funding is available to support the position.
 - (4) If military grade inversion will occur and/or if required number of full-time permanent assigned subordinates are on-board to support the classification of supervisory, leader, and small shop chief.
- c. Monitor position description compliance and request changes through the servicing classification activity prior to staffing any position to ascertain that it is properly classified and not scheduled for abolishment.
 - d. Restructure positions to lower grades, when practical, for economy and to provide upward mobility.
 - e. Process reclassification actions when the number of on-board subordinates falls below that required to support the grade of the higher level (WS, WL, or Small Shop Chief) positions.
 - f. Conduct annual position reviews each year.
 - g. Provide recommendations to the Classification Activity for improved organizational activity.
 - h. Request the elimination of any position determined to be unnecessary.

6-4. **Managers and Supervisors Responsibilities.**

- a. Review every position description and determine:
 - (1) Whether the duties of the position are accurately described and essential.
 - (2) If the duties of the position can be absorbed by another position of equivalent or higher grade.
 - (3) If there has been a significant increase in position responsibility to warrant position upgrade consideration.
 - (4) If the position can be supported, i.e., funding, within established employment ceilings.

(5) If the required number of subordinate positions to support the classification of WS, WL, and Small Shop Chief positions are filled.

b. Provide recommendations to HRO for improved organizational structuring, i.e., consolidation of functions.

c. Review Positions Annually. All positions will be reviewed annually. If major duties and responsibilities are accurate, the supervisor will re-certify the position description by initialing and dating item 23 of the OF-8, Position Description, (Appendix 22). If major duties and responsibilities are inaccurate, the supervisor should contact the HRO to initiate reclassification actions. The annual review will be accomplished during the annual performance appraisal interview with the incumbent.

d. Request the elimination of any positions determined to be unnecessary.

e. Request upgrade of positions determined to meet criteria.

f. Consider the restructuring of positions to a lower grade, when practical, for economy and to provide upward mobility of technicians who are in dead-end positions.

g. Review all vacated positions as well as positions that later become vacant prior to filling to determine if the duties can be eliminated, assigned to another position, or modified to permit filling at a lower grade.

h. Identify unnecessary layers of supervision and recommend appropriate action.

i. Recognize changes in position content and recommend revisions to HRO.

j. Become familiar with the principles and procedures of position management and explain them to technicians as needed.

k. Maintain a signed Position Description for all positions within your organization in the individual employee supervisory folder.

l. Inform technicians of classification actions affecting them.

m. Provide JFHQ,AL/J1-HRO-MTM with updated organizational chart at least annually.

Section VII - Classification Appeals

7-1. General.

a. A classification appeal is a written petition made by a technician for a change in the

classification of the technician's position.

b. A technician may appeal:

(1) The grade, title or series of the position he or she officially occupies.

(2) The coverage of the technician's position under the Federal Wage System or the General Schedule.

c. A technician may not appeal:

(1) A dispute with the supervisor concerning the description of duties.

(2) The contention that the classification of the technician's position is inconsistent with that of another position.

(3) A classification appeal decision assigned by the Office of Personnel Management.

7-2. **Supervisory Responsibilities.** Supervisors will:

a. Inform technicians of their rights to appeal the classification of their position, with assistance from the HRO.

b. Resolve questions as to adequacy and accuracy of duties and responsibilities in technician's official position description.

c. Promptly inform the HRO of any significant changes in duties and responsibilities in appealed positions.

d. Process the appeal promptly.

7-3. **Who May Appeal.** The technicians' rights to appeal the classification of their position are in addition to any other rights of appeal they may have under other regulations. A classification appeal is processed separately from any other appeal.

7-4. **When an Appeal May be Made.** A technician may file an appeal at any time for any reasons listed in 7.1b(1) and (2). However, when the appeal is initiated in response to a proposed action to change the classification of the position to which assigned, the technician must be officially notified before exercising appeal rights. Official notification occurs when:

a. The technician receives written notice of the local decision concerning the classification of their position; or,

b. The technician receives a SF 50 (Notification of Personnel Action).

7-5. Where to File an Appeal.

a. Technicians covered under the General Schedule may appeal to the Department of Defense Civilian Personnel Management Service (CPMS) and subsequently to the Office of Personnel Management (OPM) if dissatisfied with CPMS's decision or may appeal directly to the OPM. General Schedule technicians are urged to file their appeals through Department of Defense channels. However, if a General Schedule technician prefers to appeal directly to OPM, the technician may request the HRO to furnish information on the procedure to be followed and the address of the appropriate OPM office. GS technicians may use both procedures, but not simultaneously. If a GS technician appeals directly to the OPM, the technician loses their rights to appeal through Department of Defense channels.

b. Technicians covered under the Federal Wage System must appeal through Department of Defense channels prior to appealing to OPM.